



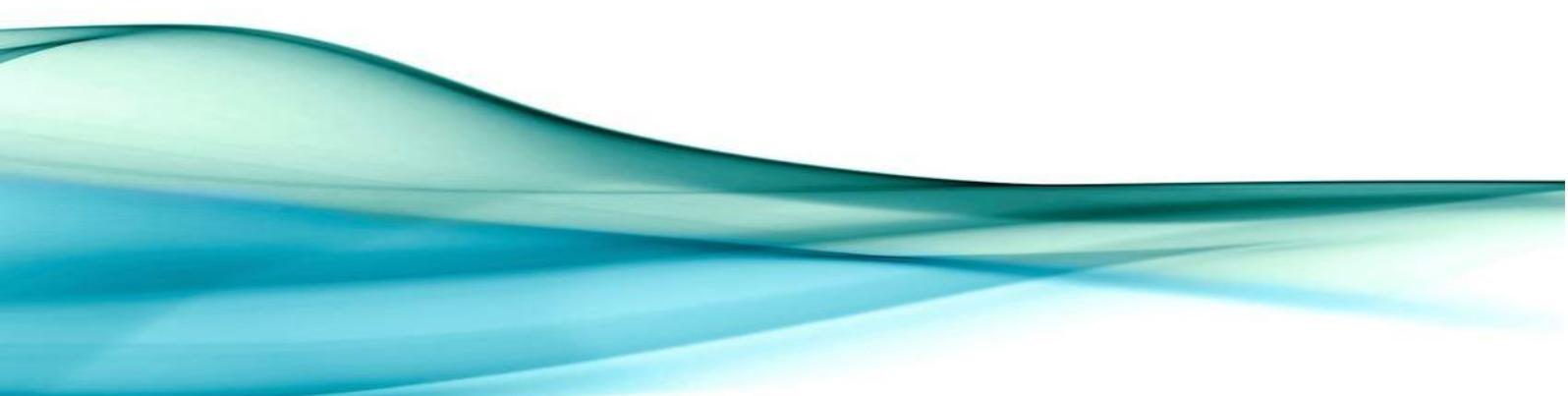
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Strategic Framework

January 2018





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North Berwick Trust Strategic Framework

Introduction

The North Berwick Trust was established in 1973 by the Provost, Magistrates and Councillors of the Royal Burgh of North Berwick for the benefit of the residents of the burgh and their dependents. The North Berwick Trust is a Registered Scottish Charity (SCO00135: registered on 1st May 1975) and is in the process of becoming a Company Limited by Guarantee.

When it was formed, the Trust was acquired land by the (then) Town Council and, until 2015, managed that land within its Charitable Purpose. In 2015 some of the land was sold for development, which has resulted in the Trust substantially increasing its income and activities. The Trust's financial assets are currently £5.7 million and are anticipated to grow to approximately £17 million by 2019.

The Trust will retain approximately 50 acres of land and will have financial commitments for its maintenance and possible development. However, the Trust will have increasingly significant funds to disburse for the benefit of the community in line with the conditions stated in the Trust Deed.

The Trust will inevitably change in character and structure as it becomes a significant local grant-giving organisation. This document sets out its strategy for benefiting the community, both by proactively leading and managing projects itself and by awarding grants. The overall Strategic Framework will be applicable to all of the Trust's activities.

The definition of the North Berwick Trust area of responsibility is the same as that covered by the North Berwick Community Council.

Management of Trust Land

The Trust owns four pieces of land which formed the material part of it being formed and is critical to it delivering its aims within the instructions contained in the Trust Deed. The Trust Deed confers on the Trustees the '*power to sell, lease or excamb said subjects*', which comprise the one hundred and three acres of land which formed the original gift. The Trust Deed does not specify precisely the purpose of each piece of land, but the Trustees have assigned a designated purpose to each of them:

- A Country Park which will require to be managed when it is handed over by the developers in 2019;
- The Community Hub designated for class 2 or 3 usage, which needs to be developed and for which a feasibility study has been instructed;
- An area for Employment, which has been designated as class 4 and which needs to be developed
- An area of land, which may be required at a future date for educational use, and for which arrangements are being made with a local farmer to maintain.

The Strategic Framework has been constructed so as to incorporate within the Strategic Aims the possible sale, management and/or development of these areas of land in the future. The Trustees will consider carefully the utilisation of each piece of land as any sale, management or development will have an associated cost which will need to be balanced against delivering the overall aims of the Trust. In particular, the Country Park will be transferred to the Trust at a time when it intends to increase its grant-making activities. The Options Study will show the likely costs of developing the Community Hub and the options available to the Trust. A similar approach will be adopted for the other pieces of land so the Trustees can make the most appropriate decision.

Vision

The following Vision has been agreed for the Trust.

Helping to make North Berwick a great place to be – more sustainable, resilient, vibrant, inclusive and equitable.

Mission

The following Mission has been agreed to reflect what the Trust exists to do. It is sufficiently comprehensive to encompass all of the Trust's anticipated activities – investment, development of land and amenities, grant-giving – and flexible enough to enable the Trust to explore and make the most of any opportunities which may arise in the future.

Working in partnership with others, North Berwick Trust uses its resources to help meet identified community needs and improve the quality of life of the residents of North Berwick.

Strategic Aims/Funding Themes

The Trust has agreed the following Strategic Aims. The first five Strategic Aims also comprise the Trust's Funding Themes, both for its own projects and in supporting others through its grant-giving programme.

- To support and enhance recreational, cultural and sporting activities and facilities for our community
- To support and enhance educational and lifelong learning opportunities for our community
- To conserve and enhance the natural environment and public green space in North Berwick, and improve the sustainability of our community
- To conserve and enhance the historic and built environment of North Berwick
- To help those in need in our community
- To ensure that funds are available to benefit the North Berwick community in the long term ('the North Berwick Forever Fund')

- To sustain and develop North Berwick Trust¹

Strategic Framework Diagram

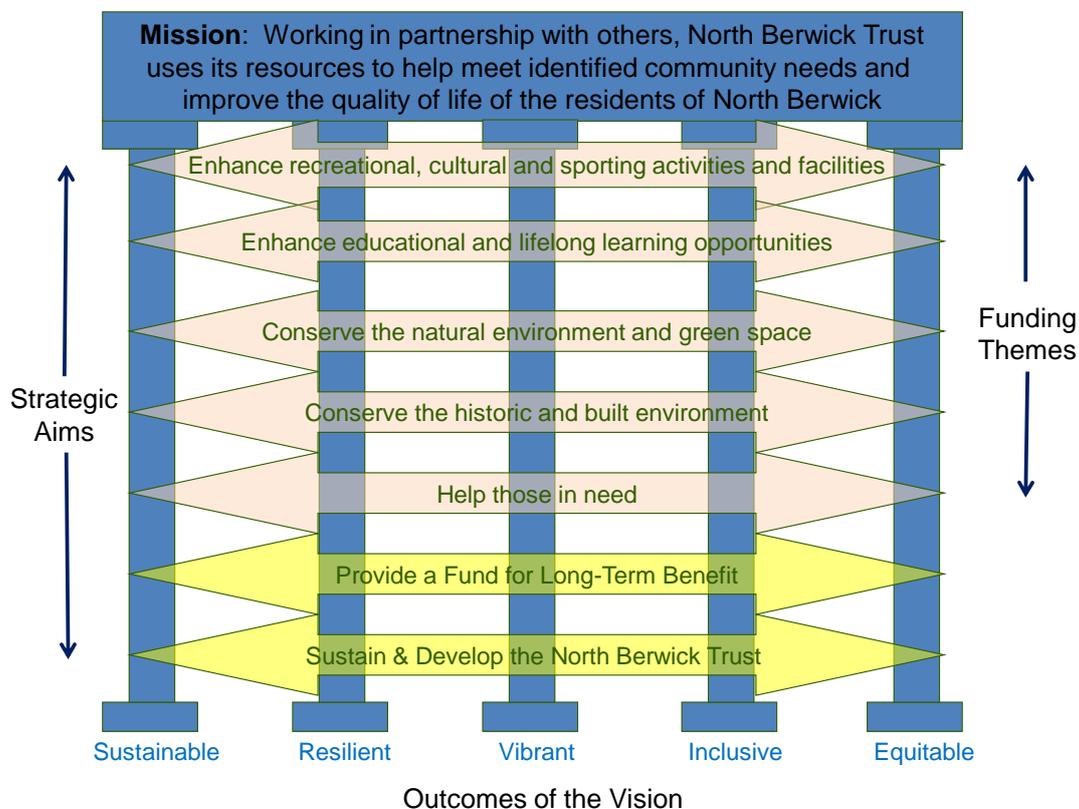


Diagram 1: North Berwick Trust Strategic Framework

The diagram shows how the Mission will be achieved by successfully meeting the Strategic Aims, both individually and collectively. The Mission is supported by five pillars which are also the outcomes of the Vision. It is therefore straightforward to visualise how the Vision, Mission and Strategic Aims are interlinked. Achieving the Strategic Aims will contribute to successfully delivering the Mission, which in turn will move the Trust closer to its Vision.

Principles and Guidance (‘What the Trust will do’)

The following Principles and Guidance are provided for everyone who comes into contact with the Trust:

Governance

- The Trust is an independent trust
- The Trust assesses all requests for funding

¹ ‘sustain’ means to ensure the reputational and financial viability of the Trust in the longer-term. ‘develop’ means to identify and exploit opportunities in the future consistent with the Mission and Strategic Aims.

- The Trust makes decisions based on the evidence provided and maintains an unbiased approach
- The Trust is committed to diversity, equality and inclusion
- The Trust works inclusively, collaboratively and transparently

Operations

- The Trust works in co-operation and partnership with other organisations for the benefit of the community
- The Trust may support organisations outside North Berwick which provide services within North Berwick
- The Trust may proactively identify projects which it wishes to support without being approached directly

Applications

- Individuals applying for support must be over the age of 16 years and participating in an organised event which meets the Trust's criteria (its Funding Themes)
- Awards will normally only be for one-off projects or activities
- The Trust will provide brief feedback on unsuccessful applications

Awarding Grants

- The Trust will award grants to organisations and/or individuals for public benefit² only
- The Trust awards grants for projects or activities which meet the needs of the community as identified by evidence-based research and where there is a clear demand for a service or facility
- The Trust awards grants based on the expected outcomes for the benefit of the North Berwick community
- The Trust may award grants to add value to publicly-funded projects
- The Trust may award grants based on a project's individual merits and the contribution it will make to the wellbeing of the North Berwick community
- The Trust may provide an additional grant to add value to an existing supported project

Restraints

The Trustees may apply internal restraints on their activities or grant-giving and from time-to-time may:

- Restrict grants to within published limits
- Conserve funds for larger projects
- Restrain grants within certain themes to achieve overall balance

² As defined by OSCR: Meeting the Charity Test.

- Close some Funding Themes

Exclusions ('What the Trust will not/may not do')

The Trust will not normally consider applications for the following:

- Delivery of services or public benefit outside North Berwick
- To replace or substitute for statutory or other funding which would normally be provided by the Scottish Government or local authority
- Requests for general support, rather than for a specific project, activity or service
- Projects from organisations based in North Berwick which solely benefit those outside North Berwick
- Contributions to organisations with healthy reserves or endowments
- Projects or activities requiring grant assistance for more than three years – one year funding is the preferred option
- Holidays, other than for respite or the relief of poverty
- Animal welfare projects
- Organisations re-applying within a year of their previous application being rejected or supported
- Political or lobbying purposes
- Retrospective funding for projects already underway, including VAT bills
- Projects or activities already fully funded from other sources ('double-funding')
- Individual applicants under the age of 16 years
- Organisations without a suitable bank account
- Projects where there is a significant risk of the purpose of the project not being realised
- Projects where there is any element of 'private' benefit
- Organisations or projects under the direct control of Government Ministers